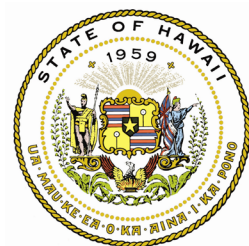
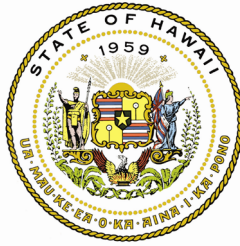




PUBLIC PARTNERSHIP AND SERVICE

OFFICE OF THE
LIEUTENANT GOVERNOR
ANNUAL REPORT 2011





December 31, 2011

Aloha,

The Lieutenant Governor of the State of Hawai'i has essentially two legal mandates in the operation of his or her office. The first is to serve as the assistant chief executive, becoming Acting Governor upon the absence of the Governor from the state. The second, as the legally designated Secretary of State, is to manage specific services for the public. When the new administration took office in December of 2010, a key goal was to utilize the resources of the Office of the Lieutenant Governor to assume additional responsibilities in the form of special projects and initiatives assigned to me by the Governor. An overarching principle in the selection of initiatives was that they help guide the State through its period of economic recovery and that they support public services weakened as a result of diminishing resources.

In a phrase, our objective was to stretch the office so we could work collaboratively with the appropriate governmental agencies and the private sector to focus on key targets.

Surprisingly, upon taking office, we discovered that the basic services provided to the public by the Lieutenant Governor, such as name changes, were suffering from a backlog that affected people's lives and that the service and processing systems were outdated. We've made progress on that front and are implementing plans for further improvement.

This report will cover the major activities of a productive first year. Specifically it will cover service improvements within our office, the Hawai'i Fair Share Initiative, the support and significance of hosting APEC, tsunami relief, China trade and travel activities and initial efforts to make Hawai'i the home for the Obama Presidential Center.

In retrospect, the changes we made in the scope and operation of the Office of the Lieutenant Governor are common sense and were made relatively easily within State government because of the willingness of Governor Abercrombie to make the best use of our governmental resources. We face challenges ahead. But there is a lot to build on after twelve months and I am looking forward to the next year.

Brian Schatz

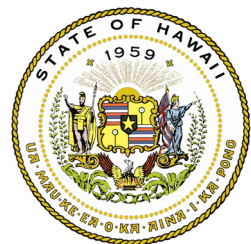
Lieutenant Governor

TABLE OF CONTENTS

STREAMLINING SERVICES	01
NAME CHANGES, APOSTILLES AND CERTIFICATIONS.....	02
INFORMATION TECHNOLOGY (IT) SYSTEM	03
ARCHIVES	03
SALE OF PUBLICATIONS.....	03
INTERNSHIP PROGRAM	03
THE FAIR SHARE INITIATIVE	04
SPECIAL PROJECTS	08
APEC 2011 SUMMIT	09
DISASTER RELIEF	12
CHINA TRADE AND TRAVEL	13
WORKING WITH THE MILITARY	14
HAWAI'I HOME FOR THE OBAMA PRESIDENTIAL CENTER.....	15



STREAMLINING SERVICES



STREAMLINING SERVICES

When the new administration took office, there was a four-month backlog on name changes and apostilles/certifications. Delays like this can affect such family needs as the legal adoption of a child. This office set an internal goal of same-day processing, with the understanding that same-week processing was sufficient during high volume periods. Within three months, the backlog was

resolved and the office continues to hit the new target of same-day or same-week processing.

The Office of the Lieutenant Governor (OLG) is making further improvements to reduce confusion and cut waiting times so that the public will be served better and faster. Steps underway but not yet completed include the following items.

Name Changes, Apostilles and Certifications

- Working closely with Hawai'i Information Consortium to develop an online method of processing and payment. This will streamline the process for both the public and the office. The software is designed to instruct the applicant step-by-step on how to complete the forms with information bubbles popping up for each line.
- On the payment side, the software is being designed to accept payments online and direct these payments immediately to the appropriate bank account. This will bring revenue into the general fund sooner and will eliminate an administrative step within the office.
- Negotiations to ease the publication process are underway with the daily newspaper.





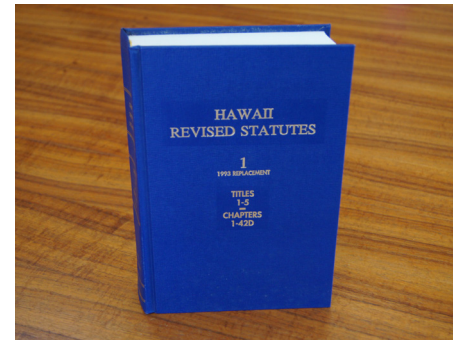
IT System

Upon taking office, it was determined that the OLG had an antiquated server system that was on the verge of collapse. As surprising as it sounds, the Office of the Governor was actually operating without any server system whatsoever. This meant that, should there be an IT failure, the Office of the Governor and the OLG would be unable to communicate with the rest of State government and the public for a period of time. Although there were significant budgetary constraints in fiscal year 2011, the two offices came together to formulate a plan to ensure IT system security. Working collaboratively with limited budgets, funds were set aside to purchase additional servers and to hire a system administrator to carry out the strategy. The necessary functional hardware was purchased, and the system administrator is currently implementing the upgrade plan. The State CIO is also assisting this office in securing outside funds for wireless internet capability.



Archives

The State of Hawai'i typically requires documents between three and five years old, depending upon the type of document, to be transferred to the State's archives. When Lieutenant Governor Brian Schatz took office, it was determined that the OLG had important archival information housed here that dated as far back as the 1930's. Over a series of several weeks, the OLG staff worked in conjunction with staff from State archives to appropriately identify, document and transfer historical and other documentation to the State archives. Thirty-seven boxes of information were transferred, enabling archives to properly identify and catalog these documents and make them available for public viewing.



Sale of Publications

Another area of inefficiency in the OLG was managing the distribution and sale of the Hawai'i Revised Statutes, supplements, and session laws, a function assigned to the office. As a result of a past practice of overordering, a large, unused surplus of the publications had accumulated. Governmental agencies receive the publications at no cost. Following consultation with the Legislative Reference Bureau, an inventory was conducted of all applicable federal, state and county agencies to determine the precise number of publications they required to enable the office to cull our order numbers moving forward. There was no record of prior private purchasers. The OLG is in the process of creating a private sector list.

By improving communication with the private sector regarding the availability of the official publications, we can quantify the actual need for the publications outside of government and hopefully generate some additional revenue from sales for the state.

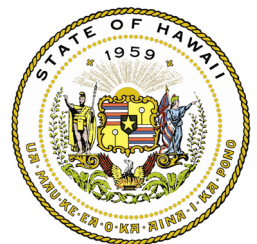
Internship Program



The Office of the Governor and the Office of the Lieutenant Governor has partnered with the University of Hawai'i to establish a "5th floor" internship program. This program has given our offices needed, talented human resources during a time of fiscal constraint and enabled the students to gain invaluable work experience early on in their lives. The internship program will continue in 2012. Each office has three to four interns each semester and summer.



THE FAIR SHARE INITIATIVE



THE FAIR SHARE INITIATIVE

The Hawai'i Fair Share Initiative (FSI) represents an unprecedented effort to bring in more external resources, primarily federal funds to Hawai'i – to aid in our economic recovery and to enable State government to continue to perform its core missions. Initiated a year ago in the OLG, the work of FSI has become particularly important given that both local and federal funds have become increasingly scarce and therefore, their acquisition, much more competitive.

FSI uses a concentric and collaborative model to further its objectives. This means that we work closely with State grant

writers, department leadership, and outside businesses and non-profit organizations to vigorously support their grant pursuit activities. The guiding approach for FSI has been increasing access to information about potentially viable resources, promoting an efficient and productive team strategy in pursuing grants, and getting the bureaucracy to support grant initiatives rather than serve as an impediment.

By utilizing existing funds within the OLG, the initiative was launched at no additional cost to State government. Governor Abercrombie's creation of FSI

elevates, for the first time, the aggressive and coordinated pursuit of federal grants to the highest levels of State government. Although pursuing federal grants is certainly not new in itself, the level of focus and leadership is unprecedented. The changing and unclear federal budget picture necessitates that Hawai'i be nimble in the identification of federal grants that are available and that would work for the benefit of the State, whether our actions result in finding new opportunities or protecting current resources.



Gov. Abercrombie welcomes U.S. Secretary for Veterans Affairs General Eric Shinseki.



Lt. Gov. Schatz with U.S. Secretary of the Interior Ken Salazar and U.S. Senator Daniel Inouye.



U.S. Secretary of Homeland Security Janet Napolitano meets with Lt. Gov. Schatz.

FSI KEY ACTION AREAS

Sharing Real Time Information

- State departments expressed a need for timely information on grants, and so FSI implemented a system that on a weekly basis, electronically notifies State departments of noteworthy grant news and relevant federal funding opportunities.
- FSI launched the Grant Hui, consisting of twenty-seven grant experts from nearly all State departments, that meets regularly to share expertise and provide a forum to collaborate on funding opportunities. In October, the Grant Hui convened its first ever Federal Grant Panel consisting of representatives from the U.S. Department of Housing and Urban Development, U.S. Department of Agriculture, Economic Development Administration, and National Oceanic and Atmospheric Administration, as well as representatives from our Congressional Delegation, to discuss trends and challenges in federal funding.
- FSI also, when appropriate, suggests which departments should compete for a particular grant and how they might consider partnering with other organizations in pursuing opportunities. This service reduces inefficient overlap among departments, and accelerates decision-making, which is particularly important when the grant application time window is a small one.
- The FSI website (<http://hawaii.gov/fsi/>) is a communication site covering Hawai'i-related grant news, FSI services provided, training and workshop opportunities, and other information relevant to grant writers. In particular, the website highlights the exceptionally noteworthy grant successes of our State departments and non-profits.

Promoting Collaboration

- Facilitating collaboration between local non-profits and State agencies is a significant way that FSI works to secure increased external funding. An example of this can be seen in the FSI-initiated collaboration between PATH (Peoples Advocacy for Trails Hawaii) and the Hawai'i Public Housing Authority, who recently teamed up to support each other's missions by working jointly on proposals funded by the Safe Routes to School program.
- FSI continues to participate on the Department of Labor and Industrial Relations Workforce Development Work Group by sharing funding opportunities with members, helping to coordinate letters of support and other logistical aspects of grant application, and supporting the furtherance of the State's programs and policy objectives.

"Words cannot express my gratitude to [FSI] for your concern, guidance and support...it is priceless."

- Jodie Diener, Wai Ola O Hina - Moloka'i

"The Hawai'i Dual Use technology community and Inovi Group thank [FSI] for clearing a path for the Hawai'i Academy of Science ARRA funding... The Hawai'i Academy of Science would have lost the ARRA funding without [FSI's] expertise and tireless work... [and] assistance to expedite processes required to access these important federal funds."

- Bernice Bowers, Inovi Group LLC

Building Capacity

- FSI has helped fill the grant writing gap by entering into a unique partnership with the University of Hawai'i. The University now provides grant writing assistance to State agencies, non-profits, and businesses. The assistance includes, but is not limited to, advice on how to strengthen the financial plan of a grant, how to tighten the focus of a project, and how to pull relevant information together to improve grant competitiveness.
- FSI aggressively uses executive endorsements from the Governor and Lt. Governor for grant applications to demonstrate high level commitment to department, non-profit and local business initiatives which can make grant applications more competitive. FSI has obtained executive letters of support for 22 proposals, six of which won awards totalling nearly 16 million dollars, to support work in the areas of domestic violence prevention, expanding affordable housing, and respite care.
- Currently, FSI is working with the Department of Budget and Finance, Department of Accounting and General Services, and the Governor's Office to streamline internal requirements for applying for and expending federal funds, as well as making those requirements web-based. Moving in this direction will help reduce processing time and conserve resources while also preparing for anticipated changes in federal fund reporting requirements resulting from the expected passage of the DATA Act, H.R. 2146.
- FSI coordinated with the U.S. Department of Veterans Affairs (DVA) to have its staff conduct a no-cost grant writing workshop for community-based organizations working to address veteran homelessness, one of whom won a \$610,000 DVA grant. FSI was also instrumental in working with the U.S. Department of Housing and Urban Development to secure \$50,000 worth of technical assistance to further the mission of the Hawai'i Interagency Council on Homelessness, and in collaborating with the Governor's Coordinator on Homelessness to obtain a \$45,000 grant to address mental illness within the homeless population.



SHOWCASING A FEW DEPARTMENT SUCCESSES

Our State departments remain the key drivers for obtaining outside funding with FSI providing oversight and leadership. The following are a sampling of their grants successes over the past year.

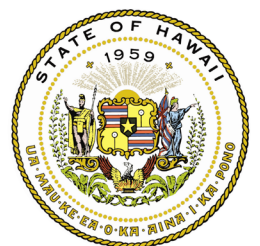
- The Department of Human Services was awarded a 9.9 million dollar federal grant to help Medicaid patients with diabetes – Hawai‘i was one of 15 awardees to receive the grant as part of a prevention of chronic diseases initiative. The State and the Hawaii Association of Health Plans partnered in submitting the successful grant application.
- The Department of Commerce and Consumer Affairs will receive 14.4 million dollars in federal funding, as part of the Affordable Care Act’s Affordable Insurance Exchange grant program. Hawai‘i will join 28 other states in developing new insurance exchanges that are intended to bring comprehensive, affordable health coverage to those in need.
- The Department of Business, Economic Development and Tourism received a 13 million dollar grant from the U.S. Treasury Department to invest in local small businesses. The money is expected to be matched, 10-to-1, by private investors over seven years that will bring in 130 million dollars in startup funds for small businesses.
- The Department of Health (DOH) re-submitted previously denied Medicaid claims for a one-time influx to the state of revenue totaling over 3 million dollars. DOH made improvements to current billing procedures to prevent such losses in the future and increase its cash flow. Plans for more internal reviews of federal reimbursement rates for Medicaid, Medicare, and other payers should lead to additional funding opportunities.
- The Executive Office on Aging (EOA) received a \$200,000 U.S. Department of Health and Human Services grant to help integrate and reform Hawai‘i’s long-term supportive services system for older adults. EOA brought key players to the table to help with this effort, including the UH Center on Aging and Project Dana.
- The State Department of Defense was awarded 1.59 million dollars for upgrades and expansions to veteran cemeteries on the neighbor islands, and has positioned Hawai‘i to receive nearly 100 million dollars for infrastructure improvements of armory and training facilities, and other military projects.
- The Stop Flu at School Campaign was continued for this school year and at least one more school year after facing the very real prospect of shutting down for lack of federal funds. State requests to the private sector for help resulted in more than \$780,000 in contributions from Aloha Care, Hawaii Medical Service Association, Kaiser Permanente, MDX Hawaii, United Healthcare, and University Health Alliance.

“This is a vital program for our entire state, and we’re happy to help keep it going.” - Jennifer Diesman, Hawaii Association of Health Plans President



Photo: Hawaii Tourism Authority (HTA) / Chuck Painter

SPECIAL PROJECTS



APEC 2011 SUMMIT

“If Hawai‘i’s willing, Hawai‘i definitely has proven it’s ready for the big time, ready for the big leagues. This is a shared home run for Hawai‘i and for the United States at large.”

Kurt Tong, U.S. Ambassador for APEC

“It can be said that Hawai‘i was the location most suited for feeling the certain future of the Asia-Pacific region over the years to come, both for its characteristics as a location and in historical perspective.”

Yoshihiko Noda, Prime Minister of Japan

A “HOME RUN” FOR HAWAI‘I

The Asia-Pacific Economic Cooperation (APEC) is a forum for twenty-one Pacific Rim member economies that seeks to promote free trade and economic cooperation throughout the Asia-Pacific region. When President Obama announced the 2011 APEC Summit would take place in Honolulu on November 12 and 13, it was visualized as a unique opportunity for Hawai‘i to demonstrate our competitive capabilities in hosting an event of this international stature and to launch Hawai‘i’s Asia-Pacific strategies for the future.

To achieve these dual goals, the APEC 2011 Hawai‘i Host Committee was formed, comprised of private and public sector leaders, including Bank of Hawaii Chairman and President Peter S. Ho as Committee Chair and HMSA Senior Vice President Timothy Johns as Executive Vice Chair, with Lieutenant Governor Brian Schatz serving as the State’s lead member of the Committee.





Sen. Inouye, Gov. Abercrombie and Lt. Gov. Schatz at roundtable discussion on clean energy.



U.S. Commerce Secretary John Bryson at Lt. Governor's conference room to discuss trade.



U.S. Energy Secretary Steven Chu addresses U.H. President MRC Greenwood and Lt. Gov. Schatz.

Special Roles of the Lieutenant Governor

Launching a rebranding of Hawai'i in the Asia Pacific Region

Thirteen hundred journalists joined important international business and government representatives in Honolulu for APEC, creating a unique opportunity to showcase Hawai'i to millions of people from all over the globe. The Lieutenant Governor and the Host Committee repositioned Hawai'i as a leader in clean energy, higher education and research, as well as the hospitality industry, for which the State is already known worldwide. This rebranding connects to our own future Asia-Pacific strategies. Although it isn't possible to put a precise dollar figure on the value of "free media" for Hawai'i, it is estimated that Hawai'i received over 22,000 stories and tens of millions of dollars worth of publicity worldwide from APEC.

Overseeing infrastructure improvements for Honolulu International Airport and the route from the airport to Waikīkī

The Lieutenant Governor worked with the Department of Transportation to ensure the completion of infrastructure improvements. The projects at the Honolulu Airport include: (1) The 'Ewa Pedestrian Breezeway Restoration and themes; (2) International Arrivals Gates 24 & 25 repair work; (3) International Arrivals Canopies replacement; and (4) Planter and curb repair. On Nimitz Highway, over 200 palms and 2 acres of grass were planted along the median. Major improvements were also made along Nimitz Highway and Ala Moana Boulevard including pavement resurfacing, relocation of electrical and telephone wires underground and removal of all wiring support poles. All of these improvements were much needed and provide long term benefit for residents and visitors beyond APEC.

Refocusing on Hawai'i

APEC focused the Asia-Pacific region's eyes on Hawai'i in other ways. During the summer of 2011, media from Shanghai, Beijing, Guangzhou and Seoul visited Hawai'i in advance of APEC Leader's Week. These media tours generated stories read and viewed by millions of people on our achievements in energy and life sciences and Hawai'i as a premier destination for business travel. APEC Leader's Week also brought members of influential meetings media outlets that met with HTA, the APEC Host Committee and the Lieutenant Governor to learn about how the APEC experience further developed our capacity to host large and complex diplomatic and commercial meetings.

Meeting with U.S. Cabinet members

APEC brought many American leaders to our State. Given the opportunity, the Lieutenant Governor facilitated State meetings with United States Secretary of Commerce John Bryson and Under Secretary for International Trade Francisco Sanchez focusing on how the federal government and Hawai'i can work together on trade and travel, including reducing travel restrictions on visitors from the Asia-Pacific region to Hawai'i and the mainland. Other discussions focused on initiatives Commerce has taken to aid local companies in directing their exports to Asia. A major meeting was also conducted between United States Secretary of Energy Steven Chu and energy leaders from the various sectors of Hawai'i to discuss the federal-state partnership for clean energy.

"This is very exciting. Hawai'i is the perfect test-bed for us."

U.S. Secretary of Energy Steven Chu



With respect to the coordinated management of this world class event, the work done by the Host Committee, the private sector, every level of government and thousands of volunteers was remarkable. Cooperation and focused problem solving were a hallmark and this model can be modified for future application.

Most importantly, Hawai'i established a clear and successful track record at holding an international convention of this magnitude. This included Hawai'i sponsoring a two-day Asia-Pacific Business Symposium to discuss regional trends and opportunities and to build relations between Hawai'i and member economy participants.

The value of the 2011 APEC Summit in Hawai'i cannot be measured only in terms of a single event. It can best be assessed for what we make of it in the longer term as a launching point for our Asia-Pacific and global strategy.

In that light, though the work of the Host Committee and many others, Hawai'i reestablished our unique credentials as:

A world leader in the hospitality industry and highly competitive in the management of international meetings and conventions,

Innovators in the application of clean energy technologies,

A Pacific center for higher education and advanced research utilizing State and private universities and the East West Center, and

A unique and vital place to do business.

In short, we effectively carried out the vision of President Barack Obama, who said he:

"... could not imagine a more fitting place than my home state of Hawai'i. Here we are literally in the center of the Pacific. Here we're reminded of the progress that's possible when people of different backgrounds and beliefs come together.... Here we're a single 'ohana, one family."

DISASTER RELIEF

The damage done by the earthquake and tsunami of March 2011 crossed continents. Immediately following the disaster, Governor Abercrombie assigned the Lieutenant Governor to oversee damage assessment for the State and to obtain federal assistance to aid Hawai'i's recovery as quickly as possible. The Lieutenant Governor followed up the assessment by meeting with federal stakeholders in Washington D.C. By the first week of April, the President issued a federal disaster declaration, providing assistance for infrastructural repair for O'ahu, the Hawai'i Island and Maui.

Beyond our State, Aloha For Japan was a Hawai'i charitable coalition coordinated by the Office of the Lieutenant Governor and driven by Hawai'i's major banks, credit unions,

and a host of island businesses and organizations following the disasters which struck Japan in March of 2011. Within a six-month period, Aloha For Japan raised over 8 million dollars through special events, fundraising drives and the sale of specially designed Aloha For Japan t-shirts.

It was simultaneously a creative and well organized team effort, which was the result of a community-felt need to assist victims of this terrible disaster. Contributions were donated to two partner charities: Hawai'i State Chapter of the American Red Cross and the Japan-America Society of America. Aloha For Japan formally ended its campaign in early October of 2011.

"The Aloha For Japan campaign is a manifestation of generosity and compassion that the people of Hawai'i graciously possess. It is a reflection of our long history of friendship and fellowship. It made us feel bonded with Hawai'i. It made us feel connected to Hawai'i."

Yoshihiko Kamo
Japanese Consul General
in Honolulu



Japanese students from Nakahama Elementary School in Yamamoto, Miyagi Prefecture, wearing Aloha For Japan t-shirts. During the tsunami, the school principal led his students to the roof of the school building, saving the lives of all 52 students at this school which is located only 200 meters from the coast.

CHINA TRADE AND TRAVEL

Assigned by Governor Abercrombie and as part of a team from the Hawai'i Convention Center, the Lieutenant Governor conducted a business trip in July of 2011 to Beijing, Guangzhou and Shenzhen in China with the focus of developing clean energy and tourism. The main goals of the trip were to invite Chinese business leaders to participate in the 3rd Annual Asia Pacific Clean Energy Summit and Expo (APCESE) at the Hawai'i Convention

Center in November 2011, to reinforce Hawai'i's commitment to the expanding Chinese tourism market and to continue building relationships in China especially in advance of the APEC. The Lieutenant Governor hosted a "Hawai'i State Reception" in Beijing with the China Council for the Promotion of International Trade (CCPIT) with a special focus on Hawai'i's clean energy goals.

Promoting Clean Energy Partnerships

Lieutenant Governor Schatz also met with CCPIT Deputy Director of the Department of International Relations and discussed a possible clean energy forum during APEC leaders' week. As a result, on Sunday November 13, the Hawai'i – China Clean Energy Forum hosted by the Department of Business, Economic Development and Tourism and CCPIT was held in the House Chambers of the State Capitol. Participants included Chinese CEO's participating in the APEC CEO Summit, Hawai'i business members, CCPIT officials and Hawai'i legislators. At the conclusion of the Forum, a letter of intent was signed between Governor Abercrombie and CCPIT Vice Chairman Mr. Yu Ping to collaborate on clean energy development.



Improving Hospitality Partnerships

Lieutenant Governor Schatz met with China National Tourism Administration (CNTA) to express Hawai'i's commitment to ensuring that our hospitality industry increases services directed at the Chinese market. Following that meeting, in September the Lieutenant Governor addressed the U.S. China Travel Leaders' Summit which was held on Hawai'i Island and attended by CNTA Chairman Mr. Shao Qiwei.

Continuing Hawai'i's Relationship with Guangdong Province

In Guangzhou, Lieutenant Governor Schatz met with Guangdong Province Vice Governor Xiao Zhiheng to discuss increasing visitation to Hawai'i. As Hawai'i and Guangdong have strong cultural ties and have shared a sister state relationship since 1985, there is a clear impetus for direct flights. This discussion is ongoing.

The trip was a solid beginning for this administration. Governor Abercrombie followed up with a successful trip to China in October. All of this culminated in the successful hosting of APEC Leaders' Week in Honolulu. DBEDT and HTA, in cooperation with our administration, will continue to work toward strengthening our economic and cultural ties with China.



Lt. Gov. Brian Schatz walks with U.S. Secretary of the Navy Ray Mabus and Admiral Robert F. Willard, Commander, U.S. Pacific Command, during the ceremony on the 70th anniversary of the attack on Pearl Harbor (December 7, 2011).

WORKING WITH THE MILITARY

Governor Abercrombie assigned the Lieutenant Governor to serve on the Chamber of Commerce of Hawai'i's Military Affairs Council (MAC), an organization dedicated to strengthening Hawai'i's ties with the military. In January 2011, the Lieutenant Governor addressed over 500 national and local military, defense and business leaders at the Hawai'i Military Partnership Conference to express our State's understanding of Hawai'i's importance in America's Asia-Pacific strategy and our role as active partners in this under-

taking. He also led the MAC delegation on its annual trip to Washington, D.C. to meet with senior Pentagon officials about issues of mutual concern including public education for military children, the future of Pearl Harbor Naval Shipyard, developing clean energy partnerships and training and testing ranges. Other MAC-related work included discussions with the Army and Marine Corps about possible future development of the Pohakuloa Training Area and discussing workforce training issues at the Shipyard.



HAWAI'I HOME FOR THE OBAMA PRESIDENTIAL CENTER

Hawai'i is preparing to develop a proposal to President Barack Obama for the opportunity to build his presidential library. Similar to the bid to host APEC, this will require coordination between several departments and leaders throughout the community. Lt. Governor Schatz is the point person for the Administration, which is working closely with University of Hawai'i, the lead agency for this endeavor.

If the President selects Honolulu as the site for his presidential library and museum, the project will bring numerous benefits to the city and state. These benefits could include job creation, diversification of our local economy, the addition of a world-class institution to Hawai'i's cultural landscape, the reinforcement of Hawai'i as an anchor in the Asia-Pacific region, the creation of a top-notch policy institute that will burnish UH's reputation, and inspiration to Hawai'i's students at all levels.

